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10 December 1970

MEMORANDUM FOR: Director of Basic and Geographic Intelligence  
SUBJECT : Management Improvement Program for FY 1971  
REFERENCE : Your memorandum of 1 December 1970

1. In compliance with reference memorandum, a review has been made of management practices in [redacted] that bear on operating efficiency, increased productivity, and the curtailment of redundant, low priority, and marginally useful activities.

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2. In the area of management effectiveness, a critical problem that influences both the efficiency and the value of our production is the need to improve the writing of many of our substantive analysts. One of our primary management goals for FY 1971 is to increase our efforts to sharpen the writing capability of our geographic intelligence officers. Accomplishments in this area will result in savings of manhours involved in writing, revising, reviewing, and editing, and should also result in a significant improvement in product quality.

3. Improved operating efficiency and increased productivity can also be achieved, we feel, through a systematic effort to make greater use in our reports of simplified cartographic products -- cartograms -- wherever possible instead of the detailed time-consuming map compilations that have been used normally in the past. This objective has been discussed with [redacted] and the savings to that unit are also significant.

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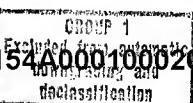
4. Some improvement in efficiency should also be achieved by upgrading our imagery exploitation equipment through exchanging older light tables for newer models that will become available following equipment modifications in NPIC.

5. Validity of the present scope, priority, and level of effort for the Intelligence Map Program will be examined by a comprehensive user survey during FY 1971

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6. In the area of cost-reduction, I feel that no realistic forecasts can be made at this time. [redacted] historically has been extremely cost conscious and has existed on bare minimums of both personnel and equipment expenditures. For example, much of the imagery exploitation equipment in the Division has been acquired

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by "scrounging" surplus used equipment from NPIC. Redundant and marginal research and analysis activities have long since been eliminated. Intelligence coverage of many nations of the world, some of which have significant intelligence potential, has been reduced to dangerously low levels in order to permit us to apply available analyst resources to the most critical areas.

7. We will continue to scrutinize all aspects of Division operations with a view to achieving maximum possible management effectiveness and budgetary savings.

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